



Breakout Session #2: Strategic Themes (Continued)

Operational Excellence

**8:00 - 9:30
November 5, 2009**

EXECUTIVE OFFSITE

NOVEMBER 4 - 6,

2009



Session Objectives

- **Present Strategic Theme Goals, Objectives, Performance Gaps, and Proposed Measures**
- **Provide feedback to the Strategic Council**
- **Identify individual role in executing the Strategic Theme**

- **Presentation on Gaps and Measures**
- **Q & A Discussion**
- **Team Activity: Closing the Gaps**
- **Individual Activity: Ensuring Success**

Operational Excellence

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Goal: Deliver first-class products and customer service

Intent: Achieve superior results through a high-performing workforce, analytical capabilities, and standardized procedures.



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	Objectives	Gaps
	Deliver agreed upon service levels and quality	<ul style="list-style-type: none">Lack of Enterprise Service Level Standards, quantified at the operational level, with appropriate tracking mechanisms in placeInsufficient collaboration with customers to establish StandardsLimited enhanced training to customers in support of benchmark performance
	Achieve balance of agreed upon performance levels and associated costs	<ul style="list-style-type: none">No common definition and understanding of productivity and inconsistent treatment across agency
	Strengthen internal controls and manage risk Execute standard operating procedures	<ul style="list-style-type: none">Inconsistent application of risk management methodologies (managing process models and internal controls)Lack of proactive CONOPS to promote audit expectations and deliverables to drive Department-wide audit readinessInconsistent methodology for documenting SOPs and implementing them across the agencyInsufficient business intelligence capability to improve operations excellence (gathering, tracking, analysis, and identifying opportunities) and improve the Client
	Achieve functional expertise Grow leaders at all levels	<ul style="list-style-type: none">Exec/customer collaborationLack of unique competencies and proficiencies necessary to support strategic prioritiesLack of universal technical and analytical competency capability/stabilityLack of agency culture that makes "growing leaders" everyone's responsibility to ensure employees are willing, able and motivated to take the initiative to assume more leader responsibilitiesHeavy reliance on select few leaders

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Objectives	Gaps	Measures
Provide benchmark services	Deliver agreed upon service levels and quality	<ul style="list-style-type: none">Lack of Enterprise Service Level Standards, quantified at the operational level, with appropriate tracking mechanisms in placeInsufficient collaboration with customers to establish StandardsLimited enhanced training to customers in support of benchmark performance <ul style="list-style-type: none">Performance against Enterprise Service Level Standards <p>* scope is dependant on ESLS milestones</p>
Achieve expected financial outcomes	Achieve balance of agreed upon performance levels and associated costs	<ul style="list-style-type: none">No common definition and understanding of productivity and inconsistent treatment across agency <ul style="list-style-type: none">% Variance to Planned Productivity by customer and output <p>* scope is dependant on productivity milestones</p>
Standardize operating procedures	Strengthen internal controls and manage risk Execute standard operating procedures	<ul style="list-style-type: none">Inconsistent application of risk management methodologies (managing process models and internal controls)Lack of proactive CONOPS to promote audit expectations and deliverables to drive Department-wide audit readinessInconsistent methodology for documenting SOPs and implementing them across the agencyInsufficient business intelligence capability to improve operations excellence (gathering, tracking, analysis, and identifying opportunities) and improve the Client Exec/customer collaboration <ul style="list-style-type: none">% of key controls that are owned, documented, tested, validated, and operating within tolerance threshold levels% of programs/processes executing standard operating procedures% of audit readiness measured against financial improvement plans (FIP)
Leadership, technical, and analytical competencies	Achieve functional expertise Grow leaders at all levels	<ul style="list-style-type: none">Lack of unique competencies and proficiencies necessary to support strategic prioritiesLack of universal technical and analytical competency capability/stabilityLack of agency culture that makes "growing leaders" everyone's responsibility to ensure employees are willing, able and motivated to take the initiative to assume more leader responsibilitiesHeavy reliance on select few leaders <ul style="list-style-type: none">% employees supporting a strategic priority who have met or exceeded the proficiency level for the technical and analytical competencies for that priority% of employees actively participating in or have completed a leadership program

Questions?

Team Activity: Closing the Gaps

- **Each team will:**

- ✓ **Identify 1-2 examples in the workplace where a gap has been a barrier in the past**
- ✓ **Identify how the closing of this performance gap is necessary to achieve the vision**

- **Each team will brief the room on their results**

Team Activity: Closing the Gaps

Examples of how gap has been a barrier in the past

Closing gap is necessary to achieve the vision because...

Gap 2

Gap 1

Participant Activity: Ensuring Success

Spend several minutes individually recording your thoughts on how this Theme affects you as a leader. *What is my role in ensuring the success of this Strategic Theme?*

How will this Strategic Theme guide my decisions?

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